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DEC 23 1954

MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Staffing Pattern Increase - Mail and Courier Branch, Administrative Staff, Logistics Office.

1. PROBLEM

To determine whether or not the Mail and Courier Branch, Administrative Staff, Logistics Office (Agency Mail and Courier Service), is adequately staffed to perform its functions in view of current and known future requirements.

2. FACTS BEARING ON THE PROBLEM

- a. General - The responsibilities of the Mail and Courier Branch are being discharged under increasing pressure, especially since 30 June 1954.
- b. Workload - The workload of the courier force exceeds a normal administrative burden and continues to reflect a rising trend (see Annexes 1, 2 and 3).
- c. Overtime - Current schedules necessitate an excessive amount of overtime (see Annex 4).
- d. Morale - The factor of morale comprises a pressing problem. Special factors which describe certain items creating morale situations among the couriers are explained in Annex 4.
- e. Personnel Turnover - Personnel turnover is excessive (see Annex 4).

3. DISCUSSION

- a. Organization of the Mail and Courier Branch - The organization of the Mail and Courier Branch is shown in Annex 4, Tab A. The total authorized Table of Organization (T/O) of this Branch is 58. All positions are encumbered and personnel are actually on duty except for two couriers - one of whom

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resigned on 24 November 1954 and the other on 3 December 1954. The absence of these two couriers has necessitated the cancelling and/or curtailing of some scheduled and special runs.

- b. Courier Section - This Section is now operating at the peak of its capacity and additional special runs or services cannot be provided unless the personnel and vehicular facilities are increased (see Annex 1). Action has been taken to increase vehicular facilities (see Annex 2, Tab C). In the past, it has been possible to incorporate new requirements into the established runs (see Annex 2). As a result of assuming these additional services, a large amount of overtime has been necessary (see Annex 4, Tab B). Presently scheduled service cannot be further expanded. On occasion, the Courier Section has found it necessary to cancel regularly scheduled runs in order to honor requests for priority or expedite service (see Chart in Annex 2).
- c. Mail Section - This Section, however, has not experienced the same difficulty as the Courier Section in performing its functional responsibilities. The assigned staff of five persons in this Section is adequate to handle the present workload.
- d. Courier Section Workload
 - (1) Daily Scheduled Runs - The daily scheduled runs of the Mail and Courier Service are shown in Annex 1. This Annex shows the runs performed by the couriers, messengers and truck drivers and those courier services assumed since 30 June 1954.
 - (2) Special Requirements - Special requirements placed upon this Branch which require staggering of hours, increase in overtime, etc., are shown in Annex 2. Since 30 June 1954, there have been three new special requirements placed upon the Branch which have been integrated into established runs (see Annex 2, Tab B). Two requests for future special requirements are shown in Annex 2, Tab C, which require immediate implementation, but which will not be possible unless additional personnel are assigned.
 - (3) Special Detail - Special detail of Mail and Courier Branch couriers to other Agency components is another factor which emphasizes the current working problems of

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this Branch. Annex 3, Tab A shows that there are four couriers assigned on a full time basis to other Agency components and one courier to the National Security Council. For all intents and purposes the services of these five couriers are lost to the Mail and Courier Branch. In addition, leave, overtime, and replacement of these five couriers remain a responsibility of the Mail and Courier Branch.

- e. Morale - The existing low morale in the Mail & Courier Branch is attributed to two basic causes; (1) the work burden has assumed the proportions of a laborer's duties (e.g., bags of 50-100 lbs. must be handled by some couriers), and (2) uncertainty of courier's opportunity for release in view of replacement requirement. Couriers have expressed themselves as not willing to recommend the job to their friends. Turnover of couriers during FY 1955 has been excessive and is shown in Annex 4, Tab D.
- f. Financial Comparison - A financial comparison between the per annum cost of present overtime (\$17,717), the approximate salary of seven additional people (\$21,000) is shown in Annex 4, Tab C.

4. CONCLUSIONS

- a. The Courier Section of the Mail and Courier Branch is not adequately staffed to perform its current and known future workload without the extensive use of overtime and continuing impairment of morale.
- b. Additional requests for regular and special service cannot be undertaken without a corresponding increase in staffing.
- c. Some of the current workload could be more properly performed by laborers. Couriers currently performing these duties (e.g. MIS deliveries) should be reassigned to appropriate courier duties.
- d. The cost of increasing the T/O of the Courier Section by seven (approximately \$21,000) would be offset in part by an estimated decrease in overtime of sixty-three percent.
- e. Further, the assignment of additional personnel to the Courier Section will:
 - (1) enable this Section to accomplish its current and known future workload with a minimum of overtime.

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- (2) Allow for increased staggering of working hours, thereby further reducing overtime.
 - (3) Permit Branch personnel to participate in appropriate Agency training courses.
 - (4) Improve morale of the Branch and aid in reducing the excessive personnel turnover.
- f. Any Agency component to which a special detail of couriers is assigned full time should be assigned complete responsibility of such personnel, except that the courier detailed to the National Security Council continue to be provided by the Mail and Courier Branch (see Annex 3).

3. ACTION RECOMMENDED

- a. The Courier Section, Mail and Courier Branch Table of Organization and ceiling be increased by seven - consisting of one GS-4 courier position and six WS-3 laborer positions (see Annex 5 for description of qualifications and duty assignments).
- b. Three GS-4 couriers detailed to the Office of Current Intelligence and one GS-4 courier detailed to the Office of Personnel, their ceiling positions and funds be transferred from the Mail and Courier Branch to the respective components (see Annex 3).
- c. Logistics Office budget allocation be increased by \$4,900 in order to provide for the personal services cost for the increase in personnel for the remainder of FY 1955.

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JAMES A. GARRISON
Chief of Logistics

TO:

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The Management Staff has studied these recommendations and concur in all of them.

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